

# Paper and Printing Reduction

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Cross-Agency Special Topic  
May 15, 2009

# CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

- **Welcome and Introductions**
- **Scope of Paper and Printing Use by Departments**
- **Strategies to Reduce Paper and Printing**
- **Wrap-up and Follow-up Items**



# Meeting Goal

- **County Executive Leggett has set a goal of significantly reducing paper use across County government operations.**
- **Institute a monitoring system for the use of paper in order to help significantly reduce the use of paper in the County.**



# Scope of Paper Use in Montgomery County

- **Centers of paper use**
  - In office copiers and desktop printers for small runs and single copies
  - In the Montgomery County print shop for large runs of reports, brochures, and publications and jobs that use specialty paper
  - Through external print shops
- **Expenditures affected**
  - Office supplies
  - Internal print shop charges
  - External print shop charges
- **Mailing expenditures are also directly affected by use of paper**
  - Internal mail expenditures
  - External mail expenditures



# Scope of Paper Use in Montgomery County

## Variables to be Tracked

- **Paper used**
  - Direct paper purchases from suppliers such as Office Depot
- **Expenditures**
  - Amount spent on jobs and paper purchases at the print shop
  - Amount spent on mail through central duplicating
  - Amount spent on outside printing
  - Amount spent on outside mail

These variables capture the majority of paper use in the County with minimal duplication.



## Other Sources of Paper Purchases

- **The Print Shop purchases paper from Frank Parsons Paper Company and Lindenmyer Munroe Paper Company**
  - FY08 paper expenditures for the Print Shop were \$328,002
- **Department paper purchases from other sources**
  - In DPS and DEP, large paper for plans and drawings is ordered online through PosPaper.com
  - In DOT, large paper for plans and drawings is ordered from DSC Graphic Systems



# Office Depot Paper Purchases by Type (FY08)

Paper Characteristics		Sheets Purchased		Dollar Value		Percent of Sheets Made from Recycled Paper
Paper Color	Paper Size	Number of Sheets	Percent of Total	Dollar Amount	Percent of Total	
Regular Weight Paper						
White	Letter	63,060,125	95.9%	\$399,599	93.6%	21.4%
	Other	831,500	1.3%	\$8,437	2.0%	70.6%
Color	Letter	1,819,200	2.8%	\$17,177	4.0%	90.5%
	Other	26,000	0.0%	\$354	0.1%	98.1%
Cardstock						
White	Letter	17,750	0.0%	\$484	0.1%	98.6%
Color	Letter	35,000	0.1%	\$988	0.2%	95.0%
Total		65,789,575	100.0%	\$427,039	100.0%	24.0%

It would cost the County about \$13,000 to standardize all white, letter-size paper purchases to be recycled paper.



# Office Depot Paper Purchases by Department (FY08)

Dept.	# of Sheets	# per Approved Position	Percent of Sheets that are		
			Recycled	White	Letter Size
BOE	670,500	23,946	11%	99%	97%
CAT	1,290,250	17,203	83%	99%	100%
CEX	585,000	11,700	19%	96%	98%
CFW	305,000	21,786	31%	58%	100%
CUPF					
DED	582,250	9,869	6%	98%	99%
DEP	1,496,025	10,040	44%	99%	100%
DGS	2,918,750	85,846	42%	98%	98%
DHCA	977,000	10,505	71%	99%	97%
DLC	2,827,500	8,836	96%	99%	100%
DOCR	6,027,250	10,410	47%	99%	100%
DOT	2,293,300	1,181	9%	98%	92%
DPS	1,246,000	5,742	0%	100%	99%
DTS	936,500	5,710	29%	100%	97%
ECM	50,000	16,667	0%	100%	100%



Approved positions come from the FY08 Approved Personnel Complement  
 Yellow= high use of color paper. Green= high use of recycled paper.

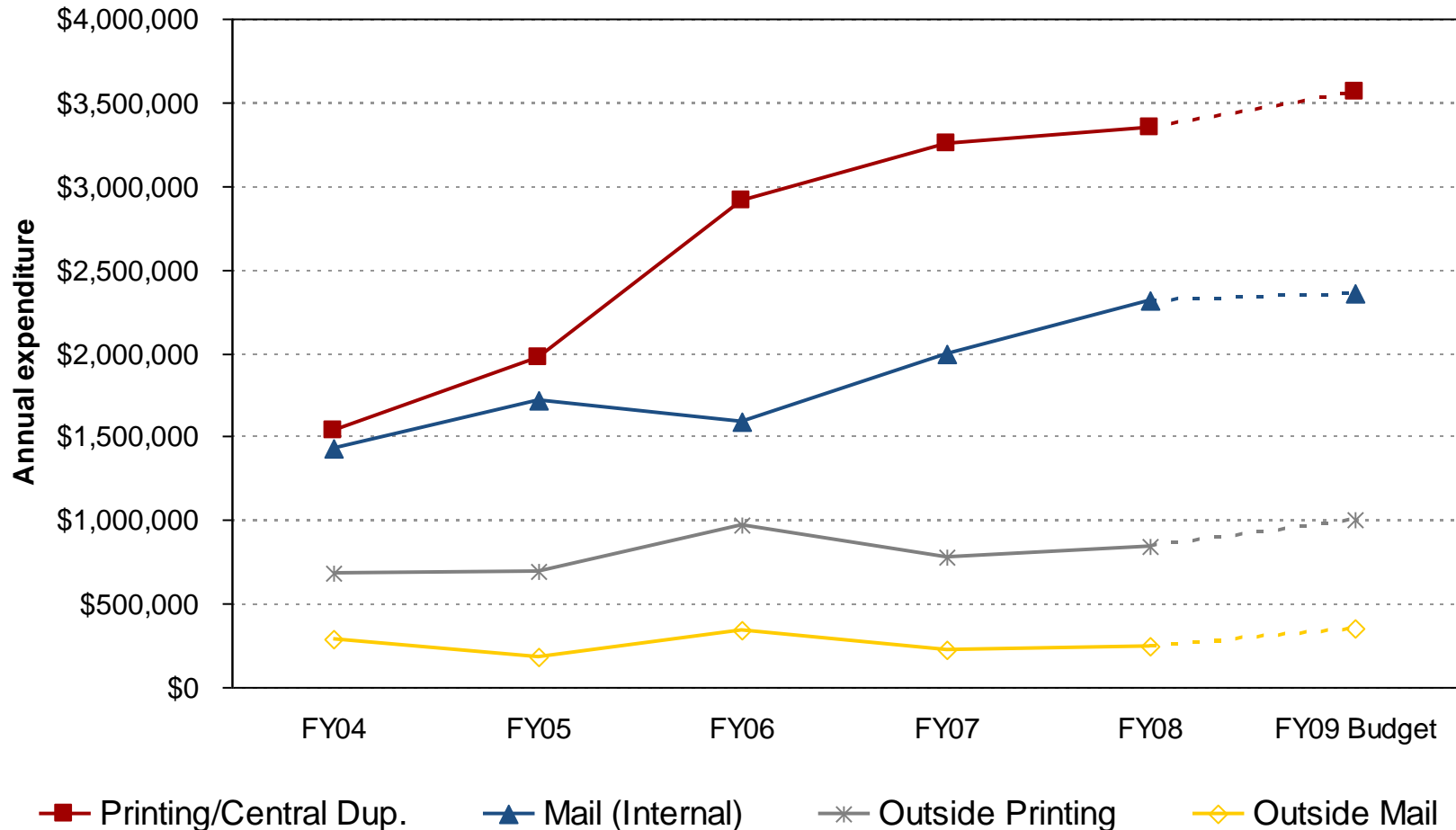
# Office Depot Paper Purchases by Department (FY08)

Dept.	# of Sheets	# per Approved Position	Percent of Sheets that are		
			Recycled	White	Letter Size
FIN	1,600,500	12,602	2%	100%	98%
HHS	16,550,550	9,414	9%	97%	98%
HRC					
IGR	78,000	15,600	100%	90%	100%
MCFRS	1,455,700	1,175	6%	99%	99%
MCPD	8,253,000	4,595	1%	99%	99%
MCPL	3,826,450	7,684	23%	94%	98%
OCP	220,250	9,576	0%	100%	100%
OEMHS	295,000	4,041	14%	100%	97%
OHR	1,435,750	16,695	1%	100%	100%
OMB	706,000	20,171	100%	100%	99%
PIO	138,500	12,591	100%	94%	100%
REC	2,609,100	15,530	29%	76%	99%
RSC	503,450	7,514	27%	95%	94%
Total	59,877,575	6,211	24%	97%	99%



Approved positions come from the FY08 Approved Personnel Complement  
 Yellow= high use of color paper. Green= high use of recycled paper.

# Total Expenditures for Printing and Mail



**FY08 expenditures across all four areas was \$7,383,135.**



*Expenditures from the CIP and Central Duplicating Fund not included.*

Paper Reduction

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# Expenditures for Printing/Central Duplicating Services

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>BOE</b>	\$71,687	\$73,600	\$60,133	\$318,615	\$281,214	\$156,550	3.1%
<b>CAT</b>	\$55,093	\$40,136	\$72,013	\$55,446	\$70,168	\$74,568	1.1%
<b>CEX</b>	\$20,985	\$33,901	\$28,908	\$35,120	\$40,375	\$81,110	0.7%
<b>CFW</b>	\$8,399	\$9,681	\$14,131	\$18,981	\$20,885	\$21,400	1.3%
<b>CUPF</b>	\$6,238	\$3,238	\$9,825	\$3,854	\$6,691	\$12,980	0.1%
<b>DED</b>	\$18,770	\$16,707	\$27,255	\$23,187	\$15,041	\$23,591	0.3%
<b>DEP</b>	\$80,327	\$150,861	\$163,521	\$109,002	\$102,333	\$230,080	0.1%
<b>DGS</b>	\$6,483	\$13,707	\$78,016	\$58,771	\$30,075	\$107,473	0.1%
<b>DHCA</b>	\$60,862	\$85,884	\$80,517	\$49,740	\$57,226	\$64,770	0.2%
<b>DLC</b>	\$66,699	\$69,555	\$113,314	\$136,005	\$203,236	\$157,590	0.1%
<b>DOCR</b>	\$68,171	\$69,895	\$147,680	\$165,460	\$184,819	\$128,205	0.2%
<b>DOT</b>	\$196,901	\$232,094	\$354,947	\$421,184	\$520,550	\$465,126	0.2%
<b>DPS</b>	\$45,263	\$59,744	\$68,023	\$57,961	\$63,670	\$102,289	0.3%
<b>DTS</b>	\$9,153	\$12,530	\$23,998	\$22,388	\$38,818	\$98,560	0.1%
<b>ECM</b>	\$634	\$309	\$517	\$240	\$558	\$490	0.2%

FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
 Yellow denotes departments whose percent of all expenditures exceeds 1%.



# Expenditures for Printing/Central Duplicating Services

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>FIN</b>	\$18,176	\$16,854	\$30,788	\$25,999	-\$28,810	\$31,650	0.1%
<b>HHS</b>	\$275,748	\$421,156	\$509,659	\$659,945	\$606,941	\$595,759	0.2%
<b>HRC</b>	\$2,544	\$4,499	\$10,832	\$7,847	\$7,567	\$12,010	0.3%
<b>IGR</b>	\$824	\$1,914	\$2,737	\$1,911	\$1,587	\$2,690	0.3%
<b>MCFRS</b>	\$70,730	\$94,613	\$300,175	\$194,644	\$229,325	\$181,929	0.1%
<b>MCPD</b>	\$165,061	\$190,635	\$361,432	\$345,333	\$373,907	\$420,545	0.2%
<b>MCPL</b>	\$39,139	\$47,327	\$61,423	\$84,093	\$85,388	\$102,241	0.2%
<b>OCP</b>	\$14,506	\$18,817	\$84,703	\$17,335	\$15,139	\$17,960	0.6%
<b>OEMHS</b>	\$60,862	\$85,884	\$18,226	\$15,683	\$13,240	\$16,519	0.2%
<b>OHR</b>	\$97,674	\$151,307	\$164,666	\$224,185	\$169,584	\$170,530	0.1%
<b>OMB</b>	\$60,687	\$62,631	\$78,797	\$56,701	\$59,690	\$94,160	1.8%
<b>PIO</b>	\$2,420	\$13,095	\$2,520	\$15,036	\$17,600	\$2,580	0.8%
<b>REC</b>	\$76,867	\$93,733	\$118,096	\$121,348	\$155,003	\$163,447	0.4%
<b>RSC</b>	\$8,297	\$8,858	\$7,862	\$11,139	\$10,236	\$23,542	0.3%
<b>Total</b>	<b>\$1,533,832</b>	<b>\$1,978,464</b>	<b>\$2,910,011</b>	<b>\$3,257,153</b>	<b>\$3,352,056</b>	<b>\$3,560,344</b>	<b>0.2%</b>

FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
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## Expenditures for Mail (Internal Service)

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>BOE</b>	\$130,990	\$192,233	\$76,451	\$327,767	\$240,692	\$561,131	3.7%
<b>CAT</b>	\$23,159	\$21,017	\$24,374	\$23,762	\$27,124	\$22,720	0.5%
<b>CEX</b>	\$18,746	\$24,183	\$20,435	\$22,099	\$16,511	\$50,090	0.4%
<b>CFW</b>	\$12,886	\$13,887	\$16,267	\$16,688	\$18,720	\$17,430	1.5%
<b>CUPF</b>	\$10,431	\$7,166	\$8,067	\$6,226	\$5,637	\$10,190	0.1%
<b>DED</b>	\$11,101	\$10,422	\$10,727	\$7,665	\$7,633	\$12,670	0.1%
<b>DEP</b>	\$88,427	\$49,395	\$33,479	\$40,587	\$161,830	\$86,006	0.1%
<b>DGS</b>	\$8,233	\$6,361	\$11,866	\$23,623	\$24,977	\$22,672	0.0%
<b>DHCA</b>	\$75,164	\$61,691	\$91,335	\$56,751	\$56,938	\$76,100	0.2%
<b>DLC</b>	\$48,439	\$46,838	\$52,889	\$56,947	\$72,336	\$61,010	0.0%
<b>DOCR</b>	\$30,171	\$33,258	\$35,879	\$45,283	\$54,351	\$39,665	0.1%
<b>DOT</b>	\$97,637	\$123,919	\$93,294	\$75,686	\$153,624	\$121,485	0.1%
<b>DPS</b>	\$34,611	\$33,594	\$34,823	\$36,597	\$49,036	\$46,510	0.2%
<b>DTS</b>	\$19,294	\$19,561	\$19,373	\$16,373	\$22,588	\$25,950	0.0%
<b>ECM</b>	\$972	\$515	\$444	\$497	\$750	\$730	0.3%

FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
 Yellow denotes departments whose percent of all expenditures exceeds 1%.



## Expenditures for Mail (Internal Service)

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>FIN</b>	\$322,566	\$318,078	\$342,961	\$422,047	\$413,370	\$416,390	3.8%
<b>HHS</b>	\$19,699	\$224,238	\$60,224	\$163,702	\$229,911	\$69,250	0.1%
<b>HRC</b>	\$4,840	\$4,310	\$4,648	\$5,109	\$8,205	\$9,550	0.3%
<b>IGR</b>	\$297	\$415	\$872	\$304	\$466	\$530	0.1%
<b>MCFRS</b>	\$46,481	\$62,052	\$88,073	\$65,283	\$114,088	\$68,643	0.0%
<b>MCPD</b>	\$171,391	\$156,303	\$169,517	\$172,550	\$220,387	\$208,460	0.1%
<b>MCPL</b>	\$103,445	\$100,125	\$99,578	\$66,998	\$81,237	\$70,194	0.3%
<b>OCP</b>	\$14,506	\$18,817	\$84,703	\$13,920	\$12,563	\$23,520	0.5%
<b>OEMHS</b>	\$60,862	\$85,884	\$4,278	\$5,427	\$7,353	\$4,540	0.1%
<b>OHR</b>	\$66,011	\$53,681	\$71,774	\$67,851	\$71,961	\$64,240	0.0%
<b>OMB</b>	\$1,302	\$1,508	\$1,584	\$1,446	\$2,678	\$3,880	0.0%
<b>PIO</b>	\$2,235	\$2,537	\$1,893	\$3,551	\$3,515	\$2,670	0.2%
<b>REC</b>	\$64,654	\$143,017	\$201,161	\$242,325	\$227,744	\$241,991	0.7%
<b>RSC</b>	\$17,839	\$9,770	\$10,580	\$8,073	\$13,341	\$19,133	0.4%
<b>Total</b>	<b>\$1,431,021</b>	<b>\$1,720,074</b>	<b>\$1,586,846</b>	<b>\$1,995,137</b>	<b>\$2,319,566</b>	<b>\$2,357,350</b>	<b>0.1%</b>

*FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
Yellow denotes departments whose percent of all expenditures exceeds 1%.*



# Expenditures for Outside Printing

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>BOE</b>	\$70,592	\$63,645	\$124	\$533	\$107,329	\$76,000	0.9%
<b>CAT</b>	\$0	\$0	\$0	\$0	\$64	\$605	0.0%
<b>CEX</b>	\$9,734	\$3,922	\$4,950	\$3,902	\$114	\$5,400	0.1%
<b>CFW</b>	\$1,321	\$4,725	\$2,171	\$9,470	\$31,962	\$9,890	0.9%
<b>CUPF</b>	\$7,788	\$9,388	\$2,950	\$8,295	\$5,432	\$10,000	0.1%
<b>DED</b>	\$3,399	\$3,878	\$2,900	\$4,932	\$3,363	\$2,770	0.1%
<b>DEP</b>	\$84,248	\$46,603	\$18,407	\$9,554	\$7,674	\$33,317	0.0%
<b>DGS</b>	\$9,014	\$1,541	\$5,488	\$310	\$0	\$5,941	0.0%
<b>DHCA</b>	\$15,692	\$13,262	\$2,935	\$11,940	\$14,267	\$13,800	0.0%
<b>DLC</b>	\$3,749	\$12,898	\$10,255	\$8,711	\$9,439	\$18,830	0.0%
<b>DOCR</b>	\$2,139	\$1,835	\$1,702	\$2,413	\$5,140	\$7,200	0.0%
<b>DOT</b>	\$198,540	\$296,122	\$445,352	\$472,582	\$397,387	\$400,769	0.2%
<b>DPS</b>	\$4,672	\$7,552	\$6,120	\$28	\$6,118	\$3,500	0.0%
<b>DTS</b>	\$491	\$511					0.0%
<b>ECM</b>							0.0%

FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
 Yellow denotes departments whose percent of all expenditures exceeds 1%.



## Expenditures for Outside Printing

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>FIN</b>	\$84,653	\$83,057	\$100,489	\$114,391	\$106,685	\$108,054	1.0%
<b>HHS</b>	\$27,510	\$3,430	\$26,154	\$1,902	\$10,518	\$48,605	0.0%
<b>HRC</b>		\$192					0.0%
<b>IGR</b>							0.0%
<b>MCFRS</b>	\$11,990	\$2,224	\$2,807	\$7,416	\$12,740	\$42,401	0.0%
<b>MCPD</b>	\$56,732	\$54,321	\$49,683	\$52,811	\$45,112	\$145,665	0.0%
<b>MCPL</b>	\$23,155	\$18,309	\$12,942	\$16,274	\$17,303	\$18,896	0.0%
<b>OCP</b>				\$211	\$200	\$3,670	0.0%
<b>OEMHS</b>							0.0%
<b>OHR</b>	\$21,940	\$19,653	\$18,012	\$18,005	\$14,136	\$31,800	0.0%
<b>OMB</b>	\$239	\$0	\$0	\$0	\$141	\$500	0.0%
<b>PIO</b>	\$8,631	\$15,075	\$13,571	\$7,421	\$15,006		0.9%
<b>REC</b>	\$27,573	\$16,836	\$237,962	\$21,836	\$26,269	\$7,746	0.3%
<b>RSC</b>	\$5,385	\$10,951	\$5,498	\$3,345	\$6,169	\$9,617	0.2%
<b>Total</b>	<b>\$679,187</b>	<b>\$689,930</b>	<b>\$970,472</b>	<b>\$776,282</b>	<b>\$842,568</b>	<b>\$1,004,976</b>	<b>0.0%</b>



*FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
Yellow denotes departments whose percent of all expenditures exceeds 1%.*

## Expenditures for Outside Postage

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>BOE</b>	\$144	\$1,726	\$550	\$1,560	\$586	\$2,500	0.0%
<b>CAT</b>	\$2,022	\$3,769	\$3,269	\$1,847	\$2,322	\$4,000	0.1%
<b>CEX</b>	\$368	\$801	\$190	\$611	\$1,556	\$900	0.0%
<b>CFW</b>	\$42	\$248	\$395	\$20	\$12	\$0	0.0%
<b>CUPF</b>							0.0%
<b>DED</b>	\$5,507	\$4,481	\$4,374	\$5,895	\$4,982	\$6,300	0.1%
<b>DEP</b>	\$1,325	\$3,139	\$1,150	\$904	\$638	\$3,225	0.0%
<b>DGS</b>	\$426	\$1,325	\$6,449	\$1,303	\$2,385	\$10,860	0.0%
<b>DHCA</b>	\$2,643	\$3,484	\$2,587	\$1,129	\$949	\$1,300	0.0%
<b>DLC</b>					\$21		0.0%
<b>DOCR</b>	\$5,496	\$171	\$1,715	\$2,039	\$3,582	\$0	0.0%
<b>DOT</b>	\$14,480	\$18,662	\$30,374	\$32,922	\$39,785	\$22,984	0.0%
<b>DPS</b>	\$62	\$116	\$30	\$33	\$172	\$6,700	0.0%
<b>DTS</b>	\$1,347	\$2,251	\$1,410	\$3,677	\$1,940	\$1,700	0.0%
<b>ECM</b>							0.0%

FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
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## Expenditures for Outside Postage

	Actual					Budget	% of All Expend FY04-08
	FY04	FY05	FY06	FY07	FY08	FY09	
<b>FIN</b>	\$838	\$287	\$360	\$829	\$1,189	\$500	0.0%
<b>HHS</b>	\$242,639	\$127,774	\$259,244	\$145,063	\$166,130	\$258,310	0.1%
<b>HRC</b>							0.0%
<b>IGR</b>	\$21	\$0	\$0	\$25	\$0	\$400	0.0%
<b>MCFRS</b>	\$2,001	\$3,408	\$15,482	\$12,490	\$7,653	\$14,899	0.0%
<b>MCPD</b>				\$160			0.0%
<b>MCPL</b>	\$6,602	\$6,320	\$7,044	\$7,319	\$7,555	\$6,300	0.0%
<b>OCP</b>				\$195	\$47	\$500	0.0%
<b>OEMHS</b>			\$0	\$0	\$87	\$1,000	0.0%
<b>OHR</b>				\$2,767		\$0	0.0%
<b>OMB</b>	\$82				\$118	\$0	0.0%
<b>PIO</b>			\$1,535				0.0%
<b>REC</b>		\$17	\$0	\$179	\$669	\$8,132	0.0%
<b>RSC</b>	\$526	\$158	\$1,020	\$2,053	\$2,485	\$4,061	0.0%
<b>Total</b>	<b>\$286,571</b>	<b>\$178,137</b>	<b>\$337,178</b>	<b>\$223,020</b>	<b>\$244,863</b>	<b>\$354,571</b>	<b>0.0%</b>

FY04-FY08 expenditures have been reassigned to align with the FY09 County reorganization.  
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# Scope of Paper Use in Montgomery County

- **Outreach and education**
  - Educational materials and guides
  - Correspondence
  - Newsletters and announcements
- **Business processes with residents and external organizations**
  - Applications, permits, and other forms
  - RFPs, contracts, invoices, and other financial records
  - Plans and maps
  - Reports and case records
- **Internal uses**
  - Internal recordkeeping for current and archive purposes
  - Internal reporting and meeting materials
  - Employee communication such as paychecks, performance evaluations, and benefits information
  - Training



# Reducing Paper Use and Cost

## DGS Suggested Strategies

- **Short-term strategies (within next 12 months)**
  - Use double-sided printing by default and Increase the ratio of users to copiers and printers
  - Eliminate purchasing of premium paper in favor of #2 paper
- **Mid-term strategies (1-3 years)**
  - Adopt electronic publishing as the default format with paper copies available on an opt-in basis
    - Reinforce through additional charges to departments for paper publishing
  - Continue development and deployment of e-forms for internal processes
  - Discontinue purchase of desktop printers in favor of networked printers and copiers that can be tracked and possibly controlled at the user level
- **Long-term strategies (3+ years)**
  - Develop electronic workflows with external customers for paper-intensive processes such as permitting and building design and construction
  - Complete implementation of the electronic records management and archiving system



# Reducing Paper Use and Cost

## DGS Suggested Reductions

- **Reductions in printing from office copiers and printers**
  - Eliminate paper memos in favor of electronic memos with electronic signatures
- **Reductions in printing through the Montgomery County print shop and external print shops**
  - Montgomery County Print Shop will institute an online requisition submission procedure and a paperless scheduling system
  - Stop printing budget books
  - Change to publishing an electronic CAFR



# Reducing Paper Use and Cost

## DEP Suggested Strategies

### All DGS and DTS strategies plus:

#### ▪ Short-term strategies (within next 12 months)

- Establish formal paper reduction policy with defined goals and timelines
- Establish reliable methodology for tracking paper use by department and make data readily available
- Develop comprehensive education/outreach and training program with guidance and tips to help employees reduce paper use

#### ▪ Mid-term strategies (1-3 years)

- Make electronic letterhead and other preprinted paper available to all departments
- Review and modify existing paper intensive processes (e.g. procurement documents, legal documents) to reduce paper use
- Establish cooperative purchasing arrangements (other counties, COG, feds) to reduce cost of environmentally friendly paper
- Make document scanning and electronic signature capability more widely available
- Install software allowing all users to edit and modify documents (including PDFs) under review



# Reducing Paper Use and Cost

## DEP Suggested Reductions

### All DGS and DTS suggestions plus:

- **Reductions in printing from office copiers and printers**
  - Make correspondence process all digital by scanning documents
  - Make budget process digital, including electronic submission of budget
- **Reductions in printing through the Montgomery County print shop and external print shops**
  - Ensure all reports are double sided
- **Reductions in mail use**
  - Reduce OHR mailings (2008 on-line compensation statement is great example)



# Reducing Paper Use and Cost

## DTS Suggested Strategies

- **Short-term strategies (within next 12 months)**
  - Install all new network printers with duplex feature “on” as default
  - Assist with “local printer” recommendations and reductions
  - Develop electronic shared information culture
  - Reduce local printing devices
- **Mid-term strategies (1-3 years)**
  - Provide standard configuration for all printer requests to include duplex option
  - Create a catalog of printer options with “green” technology focus, lowest cost maintenance and environmentally friendly features
  - Add “green” objectives to all new project planning requirements
- **Long-term strategies (3+ years)**
  - Create a plan for lowest cost, energy efficient yet user friendly printer modernization and replacement (DCM model for shared printing)



# Reducing Paper Use and Cost

## DTS Suggested Reductions

- **Reductions in printing from office copiers and printers**
  - Eliminate all paper surveys. Require all surveys be done on-line using an on-line survey tool such as SurveyMonkey
  - Use Collaboration (SharePoint) rather than interoffice mailing of documents
  - Memos should be sent via e-mail. Incorporate digital signature procedures
  - Adoption of overhead projectors to discourage the use of printed presentations
- **Reductions in printing through the Montgomery County print shop and external print shops**
  - Eliminate printing of budget books, Recreation brochures, and other departmental books, reports, and plans
  - Digitize all OHR benefits processes to eliminate mass production of paper during open enrollment season
- **Reductions in mail use**
  - Plan for full electronic production of pay advices to eliminate mailing of paychecks / advices / vendor checks
  - Eliminate mailing of departmental books, reports, and plans such as Recreation brochures



# Reducing Paper Use and Cost

## OMB Suggested Reductions

- **Reductions in printing from office copiers and printers**
  - Use double-sided printing by default
  - Limit color copying
- **Reductions in printing through the Montgomery County print shop and external print shops**
  - Reduce printing of budget books



## Short-Term Strategy: Use Double-Sided Printing by Default

- **Policy or operational changes suggested:**
  - Adopt a policy of using double-sided printing wherever possible
  - Set the drivers for all networked printers and copiers that are capable of double-sided printing to use double-sided printing by default
  - Define and monitor current and future paper usage by department
  - When printing presentations, use handout option for multiple slides per page

Pros	Cons
<ul style="list-style-type: none"><li>▪ Automatically provides a mechanism for 50% average paper reduction</li><li>▪ Network printers are typically more cost efficient than local devices</li><li>▪ Multiple images / slides per page</li><li>▪ If not indicated to print one-sided on printing requisition all request will be printed duplex.</li></ul>	<ul style="list-style-type: none"><li>▪ Initial cost of printers will increase to include duplex option</li><li>▪ Support costs increase</li><li>▪ Culture change is challenging to use non-local devices that are enabled</li><li>▪ Multiple items per page add to reading difficulty</li><li>▪ Upset customer if they wanted the job one-sided</li></ul>



# Short-Term Strategy: Reduce Local Printing Devices

- **Policy or operational changes suggested:**
  - Adopt a policy of validating new and replacement local printer requests
  - Create a catalog for approved local printers including:
    - Duplex option
    - “Green” features (power saver, toner usage, etc.)
    - Migration from low yield inkjet to high yield laser

Pros	Cons
<ul style="list-style-type: none"><li>▪ Promotes use of efficient network printers and multi-function devices</li><li>▪ Improves opportunity for reduced paper usage through duplex options</li><li>▪ Promotes opportunity to determine necessity of printed materials</li></ul>	<ul style="list-style-type: none"><li>▪ Culture change from “ownership” to shared solutions</li><li>▪ Potential capital investment required to ensure reasonable access to shared printers (for example, additional network drops and print servers)</li></ul>



## Short-Term Strategy: Develop Electronic Shared Information Culture

- **Policy or operational changes suggested:**
  - Adopt policies and procedures that drive the use of shared information repositories as the primary medium for information delivery and access
  - Create continued emphasis on electronic records management
  - Reduce printed material for meetings

Pros	Cons
<ul style="list-style-type: none"><li>▪ Electronic information records management provides for more formal solution to archiving rules</li><li>▪ Significant reduction to paper storage</li><li>▪ Improves the adoption of new electronic record keeping methods</li><li>▪ Reduce paper waste for unnecessary meeting documents</li></ul>	<ul style="list-style-type: none"><li>▪ SharePoint and Shared Service require significant culture shift</li><li>▪ Training challenges to ensure employee knowledge and effective use of electronic records</li><li>▪ Address challenges with legal concerns</li><li>▪ Procedural acceptance of “Digital Signatures”</li><li>▪ Initial cost to make meeting areas electronic presentation capable</li><li>▪ Wide adoption will increase data storage and associated costs</li></ul>



## Short-Term Strategy: Establish Policy and Provide Data

- **Policy or operational changes suggested:**
  - Establish formal paper reduction policy with defined goals and timelines
  - Establish reliable methodology for tracking paper use by department and make data readily available

Pros	Cons
<ul style="list-style-type: none"><li>▪ Policy provides clear message about County's paper reduction goals</li><li>▪ Goals and timelines provide targets for departments to reach</li><li>▪ Readily available data allows departments to track progress, identify opportunities, and adjust behavior accordingly</li><li>▪ Lays foundation for more extensive environmental actions as outlined in the Waste Reduction Policy and Climate Protection Plan</li></ul>	<ul style="list-style-type: none"><li>▪ Goals and timelines must be realistic</li><li>▪ Departments may need assistance identifying opportunities to reduce paper use</li></ul>



# Short-Term Strategy: Develop Comprehensive Education/Outreach Program

- **Policy or operational changes suggested:**
  - Develop comprehensive education/outreach and training program with guidance and tips to help employees reduce paper use

Pros	Cons
<ul style="list-style-type: none"><li>▪ Behavior change is single biggest factor in reducing paper usage in County</li><li>▪ Many employees who would be willing to adjust behavior are unaware of practices that can reduce paper usage</li><li>▪ Allows for sharing of ideas and best practices</li><li>▪ Can tap existing network of departmental coordinators/champions</li><li>▪ Builds an environmental ethic and a sense of shared responsibility and accountability</li><li>▪ Allows for on-site monitoring to ensure compliance with goals and objectives</li></ul>	<ul style="list-style-type: none"><li>▪ Core group of individuals to conduct outreach and training must be identified and trained.</li></ul>



## Short-Term Strategy: Eliminate Purchasing of Premium Paper

- **Policy or operational changes suggested:**
  - Remove premium paper from the list of allowable office supply purchases and direct departments to purchase recycled paper instead.
  - Use paper that has post consumer waste recycled content of at least 30% (Federal agency requirement), and preferably paper certified by third-party verifying chlorine free processing and sustainable forest management.

Pros	Cons
<ul style="list-style-type: none"><li>▪ Nominal price difference between standard and recycled paper, which could be reduced through volume purchasing.</li><li>▪ Very significant environmental benefits including reduced GHGs and pollutants, reduced water use, sustainably managed forests, etc.</li><li>▪ Performance in standard office machines is indistinguishable from virgin copy paper.</li><li>▪ Using 92 bright paper is more economical than 96 bright premium paper.</li></ul>	<ul style="list-style-type: none"><li>▪ Educational campaign may be necessary to dispel myth that paper with recycled content contributes to paper jams.</li><li>▪ The only difference is the opacity between the two types of paper.</li></ul>



# Strategies for Reducing Paper Use

## Experiences of Others

- **Paper reduction strategies are in place in many companies**
  - Bank of America
  - Boeing
  - Standard Life
  - City of Seattle
- **Common strategies include**
  - Reduce user-to-device ratio
    - One company went from a 2:1 ratio to 8:1
  - Standardize printing to print on both sides of the page and where possible print two pages on each side
  - Take advantage of electronic media
    - Move to electronic publication by default with paper printing in special circumstances only
    - Switch of electronic archiving instead of paper archiving
    - Replace paper processes with electronic processes
  - Set goals for paper reduction rather than elimination



# Experiences of Others

## City of Seattle – PaperCuts Campaign

- **Started on February 16, 2005 by Mayor Greg Nickels**
- **City departments challenged to reduce paper**
  - 2004 baseline: 67.5 million sheets of copier/printer paper
  - Data collected and reported quarterly for all departments
- **Project is overseen by an interdepartmental Paper Waste Prevention team led by the Seattle Public Utilities and Seattle Parks departments**
- **Progress has been uneven**
  - 20 of 34 departments met or exceeded goal by 2008
    - 2 small departments eliminated paper entirely
  - 3 departments were using more paper in 2008 than in 2004

Calendar Year	Reduction Goal*	Reduction Actual*
<b>2005</b>	15%	12%
<b>2006</b>	30%	21%
<b>2007</b>	30%	24%
<b>2008</b>	30%	26%

\* Compared to 2004 baseline

Source: <http://www.seattle.gov/papercuts/>



## Potential Savings

Area	Savings from a reduction of			
	10%	15%	20%	25%
<b>Paper purchases</b>	\$42,704	\$64,056	\$85,408	\$106,760
<b>310: Printing/Central Dup.</b>	\$335,206	\$502,808	\$670,411	\$838,014
<b>315: Internal Mail</b>	\$231,957	\$347,935	\$463,913	\$579,892
<b>320: Outside Printing</b>	\$84,257	\$126,385	\$168,514	\$210,642
<b>325: Outside Postage</b>	\$24,486	\$36,729	\$48,973	\$61,216
<b>Total Savings</b>	<b>\$718,609</b>	<b>\$1,077,914</b>	<b>\$1,437,218</b>	<b>\$1,796,523</b>

What should be the target for next year and the following year?



Using FY08 expenditures as the baseline

Paper Reduction

36

5/15/2009



# Policy Decisions to Impact Paper Use

**These suggestions were common to all of the participating departments. Are we in agreement that they should be adopted?**

- Mandate all new printers should be duplex-capable
- All printers should be set to double-sided printing by default
- Eliminate paper memos in favor of electronic memos with electronic signatures
- Paper printing of annual reports should be significantly limited
- Electronically archive materials instead of archiving paper
- Standardize purchasing of recycled paper

Although it may not be feasible to eliminate all cases, a change in policy would require departments to seek exemptions.



# Tracking Our Progress

## ■ Meeting Goals:

- County Executive Leggett has set a goal of significantly reducing paper use across County government operations.
- Institute a monitoring system for the use of paper in order to help significantly reduce the use of paper in the County.

## ■ How will we measure success

- Paper use is reduced
- Printing costs are reduced
- Mail costs are reduced



# Wrap-Up

- Follow-Up Items



## **Appendix: Uses of Paper by Department Board of Elections**

- **State mandated printing of election related materials including**
  - Election judge manuals
  - Sample ballots
  - Voter notification cards
  - Polling place signage
- **Routine office printing needs**
- **Cost is cyclical and should be reduced in FY10 when there are no scheduled county elections.**



## **Appendix: Uses of Paper by Department Office of the County Attorney**

- Legal pleadings
- Interrogatories
- Memoranda of law
- County Attorney Report
- Hard copies for internal files



## **Appendix: Uses of Paper by Department Office of the County Executive**

- **County Executive correspondence**
- **Certificates**
- **Proclamations**
- **Legislation**
- **Executive Regulations**
- **Executive Orders**
- **Montgomery County Register**
- **Programs, brochures, flyers, reports, and invitations**
- **Documents for meetings**



# **Appendix: Uses of Paper by Department Commission for Women**

## **Print Jobs**

- **Monthly calendars for workshops, brochures, fliers, newsletter, handouts, annual report, office forms, letterhead, and envelopes.**

## **Mailings**

- **Monthly calendars for workshops, brochures, and fliers**
- **Semi-monthly announcements of professional trainings (now replaced with E-subscription notices)**
- **Quarterly newsletters**
- **Annual announcement of Women's Legislative Briefings**
- **Bi-annual announcements of Presidents' Advisory Council meetings**
  
- **Many mailings and other print items are being reduced in scale in an effort to be environmentally conservative. However, there is a significant population served by the Commission for Women that has limited access to computers and prefers to receive hard-copy information via surface mail.**



## **Appendix: Uses of Paper by Department**

### **Community Use of Public Facilities**

- **Application forms**
- **Fee brochures**
- **Customer information**
  - UET
  - Application packets
  - RFP packets, etc.
- **ICB Board packets**



## **Appendix: Uses of Paper by Department Department of Economic Development**

- **Collateral and marketing materials**
- **Correspondence to internal and external sources**
- **Contracts**
- **Economic Development Fund agreements**
- **Processing of bills**
- **Grant reporting documents**
- **Financial monitoring**
- **Event printing for Ag partner agencies**
- **Handouts for events**



## **Appendix: Uses of Paper by Department Department of Environmental Protection**

- **Reports**
- **Brochures, flyers & other outreach materials**
- **Correspondence**
  - Executive/Director correspondence
  - Related to enforcement issues
- **Meeting documents**
- **Maps & plans**
- **Legislation & regulation related materials**
- **Budget related materials**
- **Finance & invoicing documents**



## **Appendix: Uses of Paper by Department**

### **Department of General Services**

- **Normal office operations**
- **The procurement process**
- **CIP briefings**
  
- **Central Duplication's major publications for other departments**
  - Budget Books
  - CAFR
  - State of the County brochures
  - Open Season materials for OHR
  - Training materials for various departments
  - Ticket books
  - During an election year, the Board of Election's ballots



## **Appendix: Uses of Paper by Department Department of Housing and Community Affairs**

- **Support numerous committees: case information, loan applications, funding requests, reports, etc.**
- **Process payments with large back-up information**
- **Contracts, bid documents**
- **Grant applications and reports**
- **Materials for classes, orientation seminars, and information packets**
- **Weatherization and housing rehab application**
- **Code enforcement forms, case information, and signs**
- **Landlord-tenant handbooks, forms, and booklets**
- **Rental licensing information, bills, property status change postcards, licensing applications, surveys, vacancy reports**
- **County housing fair flyers, programs, and information packets**
- **Correspondence, information packets for meetings, large amounts of request for general information, Public Information Act requests**



## **Appendix: Uses of Paper by Department Department of Liquor Control**

- **Purchase orders**
- **Receiving documents**
- **Payment records**
- **Picking lists**
- **Customer invoices**
- **Pricing documents**
- **Reports**



## **Appendix: Uses of Paper by Department Department of Correction and Rehabilitation**

- **Inmate records**
  - Intake processing
  - Case records and management
- **Facility recordkeeping**
- **Over the next 12 to 18 months, implementation of CRIMS will significantly reduce paper form use**
  - DOCR will train staff in use of online storage (as apposed to paper) and will improve the online filing structure to facilitate access to documents



## **Appendix: Uses of Paper by Department Department of Transportation**

- **Reports**
- **Internal correspondence**
- **Transit information**
  - Ride On schedules
  - Maps in bus shelters
  - Fare media (Monthly Pass, Youth Cruiser, etc.)
- **Outreach on construction projects**
- **Call 'N Ride coupons**



# Appendix: Uses of Paper by Department

## Department of Permitting Services

- **Permit materials**
  - Applications/forms/permit conditions/sample forms
  - Building and site plans
  - Stormwater management concept and floodplain study approvals/denials
  - Inspection stickers
  - Transactions receipts
- **Civil Citations, Notice of Violation, Stop Work Orders**
- **Contracts, RFPs, and Invoices**
- **Employee materials**
  - Cost estimation worksheets
  - Technical manuals
  - Training materials
- **Information requests**



## **Appendix: Uses of Paper by Department Department of Technology Services**

- **Major production for Enterprise RFP Solicitations of MCCATS IT Professional Services Contracts.**
- **Other paper/printing usage includes**
  - Printing/mailing/received faxed memo
  - Contract documentation
  - Paychecks / advices / vendor checks
  - Programming coding
  - Printed mainframe reports (W2 and various Human Resources Management Systems reports) by DTS Data Center and system support staff



# Appendix: Uses of Paper by Department Ethics Commission



## **Appendix: Uses of Paper by Department**

### **Department of Finance**

- **Debt and cash management documentation**
- **Budget and financial planning meeting materials, reports, and documents**
- **Training materials for MCtime, FAMIS/ADPICS**
- **FAMIS/ADPICS invoices, payments, transfers, and back-up documentation**
- **Comprehensive Annual Financial Report (CAFR)**
- **Pay checks, W-2 forms, and Accounts Payable documents and files**
- **Invoices for property tax and personal property tax, correspondence to tax payers, refund checks**
- **Insurance and worker's compensation materials**



# Appendix: Uses of Paper by Department

## Department of Health and Human Services



# Appendix: Uses of Paper by Department Human Rights Commission



## **Appendix: Uses of Paper by Department Intergovernmental Relations**

- **Congressional Delegation Briefing document**
- **Bill Statements during General Assembly Session**
- **State Priorities**
- **County Council agenda item packet information**
- **Use of IGR paper and copy machine by other organizations during General Assembly session**



## **Appendix: Uses of Paper by Department Montgomery County Fire and Rescue Service**

- **Public education**
- **Internal uses**



# Appendix: Uses of Paper by Department Montgomery County Police Department

- **Case records**
  - Internal records
  - Discovery for State's Attorney's Office
- **Information for residents**
  - Prevention bulletins
  - Appeals guidelines
  - Correspondence
  - Forms such as MVA, registration, licenses, inspections, etc.
- **Personnel communication**
  - Hiring materials and interview forms
  - Labor relations documentation
  - Other HR forms



# Appendix: Uses of Paper by Department

## Montgomery County Public Libraries

- **Major uses of paper**
  - Public copying and printing
  - Flyers, programs, training packets, and other documents
- **Major publications through the print shop**
  - Quarterly high quality publication of library programs
  - Some critical library forms (holds processing slips, library card applications)
  - Printing of certain forms and policies in multiple languages to comply with the County's LEP guidelines.
- **Mailing notices to customers telling them their reserved materials are ready**
- **Outside printing (320) includes special labels (date due, genre description, bar codes, bar code protectors) and special papers (for printing holds notices) needed for library operations**
- **Outside Mail (325) costs are mostly for delivery of library materials to/from Northern Virginia (a COG arrangement) and mailing of library materials back to vendors.**
  - Some use of US Post Office for mailing contract documents, grant requests, and library materials to homebound residents is also included.
- **We are moving to receipt printers over manually stamping the date due. Doing so requires about the same amount of paper, but we'll use recyclable receipt paper versus sticky labels.**



## **Appendix: Uses of Paper by Department Office of Consumer Protection**

- **Publications**
- **Case documentation**
- **Forms**
- **Internal uses**



# Appendix: Uses of Paper by Department

## Office of Emergency Management and Homeland Security

- **General internal uses**
  - Community preparedness booklets
  - EOC activations



# Appendix: Uses of Paper by Department

## Office of Human Resources



## **Appendix: Uses of Paper by Department Office of Management and Budget**

- **Publication of budget books**
  - Operating
  - Capital Improvements Program
- **Budget documents**
  - Fiscal Plan
  - Personnel Complement)
- **Printing packets for budget review sessions**



## **Appendix: Uses of Paper by Department Public Information Office**

- **Printing of news clips**
- **Freedom of Information Act (FOIA) requests**
- **Information for press conferences**
- **Scripts for weekly cable shows**
- **Correspondence**



# Appendix: Uses of Paper by Department

## Department of Recreation



## **Appendix: Uses of Paper by Department Regional Service Centers**

- **Information dissemination**
  - Flyers
  - Publications
  - Special reports
- **Support of Boards, Committees, and Commission's community events and initiatives**
- **Internal uses**

